functional areas to produce comprehensive plans that are integrated with the other warfighting functions. This integration of the planning effort helps the commander to achieve unity of effort.

SINGLE BATTLE

The MAGTF commander conducts operations within the context of the single battle. Single battle allows the commander to effectively focus the efforts of all MAGTF elements of the force to accomplish his mission. Within the single battle, the commander conducts centralized planning while fostering decentralized execution allowing subordinates to exercise disciplined initiative and exploit opportunities. Centralized planning is essential for controlling and coordinating the efforts of all available forces. Decentralized execution is essential to generate the tempo of operations required and to cope with the uncertainty, disorder, and fluidity of combat.

A commander must always view his AO as an indivisible entity. Operations or events in one part of the AO may have profound and often unintended effects on other areas and events. While the AO may be conceptually divided to assist centralized planning and decentralized execution, the commander's intent ensures unity of effort by fighting a single battle. The asymmetrical nature of the MAGTF elements makes this particularly critical to the success of the MAGTF's operations. See figure 6-4.

Under single battle, the AO consists of three major areas—deep, close, and rear—where distinctly different operations are performed. These operations are not necessarily restricted to or characterized by distance or location in the AO. They are functional actions that must be accomplished for other functions to be effective. The MAGTF does not merely divide the battlespace up with the ACE taking the deep, the GCE taking the close, and the CSSE taking the rear area. The MAGTF commander is in charge and is responsible for the entire battle. To synchronize actions within the single battle, the commander must determine what, where, when, and how to apply the warfighting functions.

While the MAGTF commander desires to defeat the enemy in a single battle or engagement, it may be beyond the capabilities of the MAGTF to achieve this. Thus, MAGTF operations may need to be phased. All actions and phases must be connected and focused on achieving a decision. This arrangement of forces in time and space to generate sufficient combat power to achieve a decision is the result of detailed and integrated planning.

Deep Operations

Deep operations shape the battlespace to influence future operations. They seek to create windows of opportunity for decisive action, restrict the enemy's freedom of action, and disrupt the cohesion and tempo of his operations. Deep operations help the commander seize the initiative and set the conditions for close operations. Because of its operational reach, deep operations are primarily conducted by the ACE, although the GCE and CSSE may play significant roles. MAGTF intelligence assets; e.g., force reconnaissance and signals intelligence and ACE and GCE surveillance and reconnaissance assets (UAVs and ground surveillance radars) contribute to the conduct of deep operations.

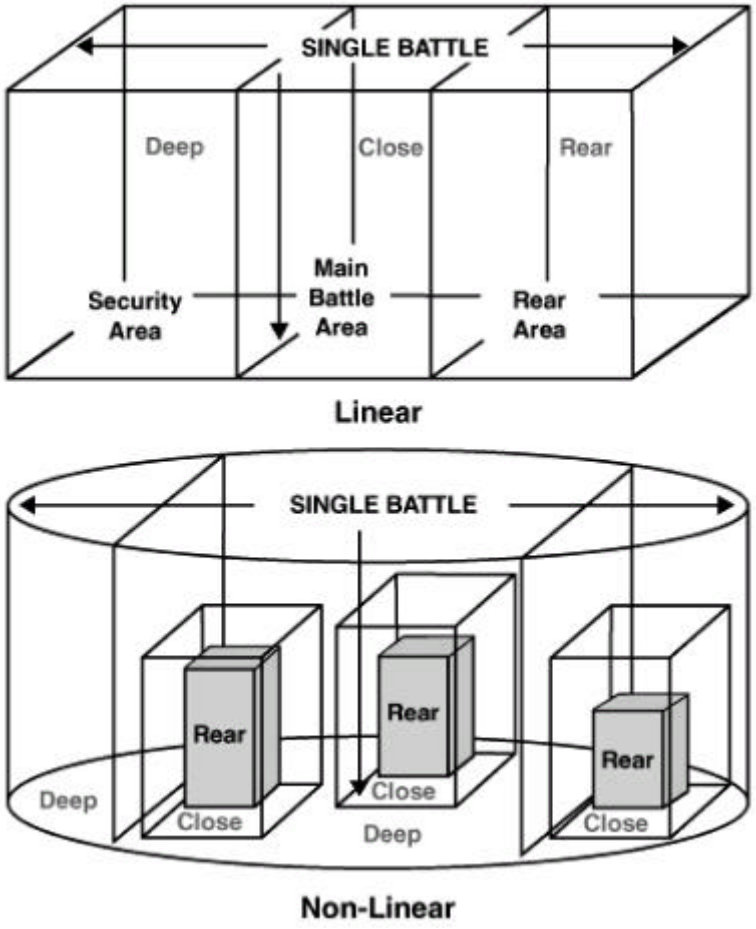

Figure 6-4. Single Battle.

The commander focuses on attacking enemy capabilities—moral and physical—that most directly contribute to the accomplishment of his mission. Deep operations should exploit or create these critical enemy vulnerabilities. Deep operations normally focus on the enemy's follow-on and supporting forces, command and control nodes, and key lines of communications or facilities. Deep operations may require coordination and integration with national-level assets and joint forces. They may include—

- Interdiction through fires and maneuver.
- Surveillance, reconnaissance, and target acquisition.
- IO such as deception or psychological operations.
- Offensive antiair warfare.

Close Operations

Close operations project power against enemy forces in immediate contact and are often the decisive actions. These operations require speed and mobility to rapidly concentrate overwhelming combat power at the critical time and place and exploit success. Close operations are dominated by fire and maneuver conducted by combined arms forces from the GCE and the ACE. Combined arms forces maneuver to enhance the effects of their fires and fire to enhance their ability to maneuver. As they maneuver to gain positions of advantage over the enemy, combined arms forces deliver fires to disrupt the enemy's ability to interfere with that maneuver. Commanders prioritize fires to weight the main effort and to focus combat power to achieve effects that lead to a decision. The effects of fires can be massed to strike the enemy at the decisive point and time, while reducing the risks to the force entailed in massing maneuver forces at a single point or in a single portion of the battlespace.

Rear Operations

Rear operations support deep and close operations and facilitate future operations. Security is inherent in rear operations. Sustainment must not be interrupted and assets must be protected. Rear operations ensure the freedom of action of the force and provide continuity of operations, logistics, and command and control. Rear area operations deny the use of the rear area to the enemy. To minimize the logistical footprint, rear operations may require the maximum use of sea-basing, push logistics, host-nation support, and existing infrastructure. Rear operations are conducted by all MAGTF elements.

Rear area operations are evolutionary in nature. As the operation progresses, the geographic location, command and control structure, and the organization of the

rear area can be expected to change. The broad functions of rear area operations, as delineated in joint and Marine Corps doctrine, include—

- Communications.
- Intelligence.
- Sustainment.
- Security.
- Movement.
- Area management.
- Infrastructure development.
- Host-nation support.

To provide command and control of rear area operations, the commander may assign a rear area coordinator or commander with specific, designated functions. He usually establishes a rear area operations center to assist in the conduct and coordination of those functions of rear area operations assigned. For more information, see MCWP 3-41.1, *Rear Area Operations*.

Noncontiguous and Contiguous

The battlefield framework may reflect linear operations where there is a continuous and contiguous array of units across the AO and through the depth of the deep, close, and rear areas. A more likely situation is one where the MAGTF conducts nonlinear operations within a noncontiguous battlespace and within an operational framework with noncontiguous deep, close, and rear areas. Operation Restore Hope in Somalia (1992–1993) is an example of a battlefield framework with noncontiguous areas. The MAGTF's rear area was centered around the separate sites of the embassy compound, port, and airfield in the city of Mogadishu, while its close area was widely scattered around the towns and villages of the interior that were occupied by the MAGTF. The MAGTF's deep area included the rest of the country and particularly those population and relief centers not under the joint force commander's supervision.

The MAGTF commander must be well versed in the capabilities and limitations of his forces and their role in deep, close, and rear operations to conduct the single battle. He must consider that there may be deep, close, and rear operations at every level of command. For example, a subordinate commander's deep operations may constitute part of the higher commander's close operations. See figure 6-5 on page 6-24.

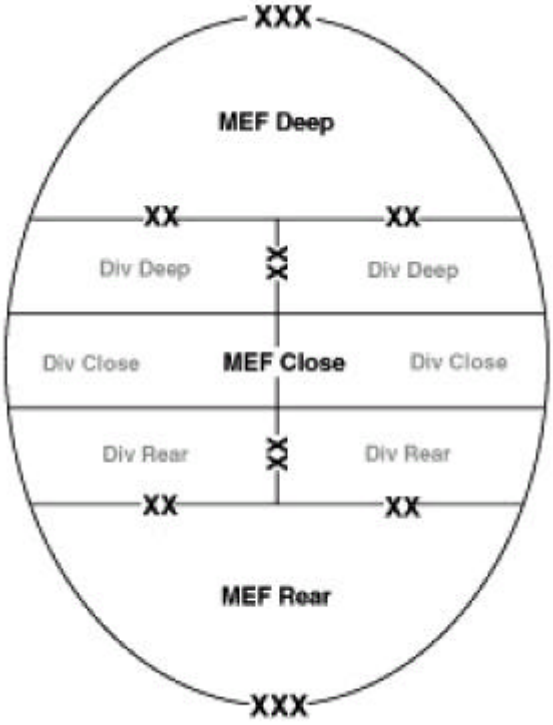

Figure 6-5. Battlespace Organization.

By conceptually dividing the AO and using the warfighting functions to conduct integrated planning for each area, the commander ensures the coordination of his forces in executing the single battle. It is important to remember that the enemy's disposition and actions will seldom coincide with how the Marine commander has organized his AO. Therefore, the commander's planning and execution must be flexible enough to accommodate this difference and exploit resulting opportunities.

MAIN AND SUPPORTING EFFORTS

The main effort is a central concept of maneuver warfare. It calls for concentrating efforts on achieving objectives that lead to victory. The main effort is that unit assigned to accomplish the mission or task critical to mission success. *The main effort normally is that unit with which the commander plans to conduct the decisive action and it should be selected, reinforced, and supported accordingly*. The commander assigns the main effort to a specifically designated subordinate unit.

The commander focuses the combat power of the force against enemy critical vulnerabilities in a bold bid to achieve decisive results. The main effort may be viewed as a harmonizing force for subordinate's initiative.

The main effort may be from any MAGTF element or force assigned. MCDP 1-3 says the commander provides the bulk of his combat power or other assets to the main effort to maintain momentum and ensure accomplishment of the mission. These assets may include not only maneuver forces but also capabilities that enhance the main effort's ability to accomplish its mission. The commander normally gives the main effort priority of various types of support. It is also provided with the greatest mobility and the preponderance of combat support and combat service support. However, overburdening the main effort with unnecessary assets can degrade its ability to move rapidly and decisively. The reserve is positioned to best exploit the main effort's success.

The commander may concentrate the combat power of the main effort by assigning it a narrower zone of action or reducing its AO. In summary, the commander weights the main effort by task-organizing his force or by providing priority of—

- Air support.
- Fire support assets.
- Transportation and mobility assets such as heavy equipment transporters, assault support helicopters, bridging, and obstacle clearing engineer support.
- Combat service support to preclude the main effort from reaching the culminating point prematurely. This support might include mobile CSSEs, critical supplies like fuel and ammunition, and exchange or rapid repair of essential equipment.
- Specialized units or capabilities, such as civil affairs or psychological operations units during MOOTW.
- Personnel replacements.
- Command and control support.
- Intelligence support.

The commander disguises the main effort until it is too late for the enemy to react to it in strength. He accomplishes this through demonstrations and feints, security, cover and concealment, and by dispersing his forces until the last instant and achieving mass at the critical time and place.

Supporting efforts help shape the battlespace in support of the main effort's envisioned decisive action. Faced with a decision, commanders of supporting

APPENDIX D

Planning and Employment Considerations for Tactical Operations

Contents

OFFENSIVE OPERATIONS

Decisive victory rarely is the result of success gained in an initial attack; rather, it is the result of quickly and relentlessly exploiting that initial success. As specific opportunities for exploitation cannot be anticipated with certainty, the commander plans thoroughly and develops sequels based on potential outcomes of the battle. He prepares mentally for any contingency, identifying tentative concepts of operation and missions and objectives for each element of the MAGTF.

Aviation Combat Element

The aviation combat element (ACE) may conduct offensive operations to defeat, destroy or neutralize the enemy. The MAGTF must ensure that adequate battlespace is assigned to employ all the capabilities of available ACE assets. The MAGTF commander takes advantage of the ACE's capabilities—range, speed, mobility, and agility—to shape the battlespace and set conditions for decisive

action. MAGTF aviation assets will be integrated into MAGTF offensive operations either as the main effort or in a supporting role.

The "Policy for Command and Control of USMC Tactical Air in Sustained Operations Ashore," found in JP 0-2, directs the MAGTF commander to provide sorties to the joint force commander for air defense, long-range interdiction, and long range reconnaissance. He must also provide sorties in excess of MAGTF direct support requirements. The MAGTF commander may task-organize aviation, ground, and combat service support units under a single commander to execute the form of offensive maneuver selected. When considering the employment of MAGTF aviation assets in the offense, planners must consider weather conditions and employment duration.

Three closely related activities occur within the MAGTF's single battle: *deep, close,* and *rear* operations. As a result, the ACE will be integral in each operation in depth to support the MAGTF's single battle.

The ACE conducts deep operations by providing fires through offensive air support (deep and close air support); force protection through antiair warfare, air reconnaissance, and electronic warfare; and support of maneuver, insertion, movement, and resupply of forces in the deep area through assault support. Security missions, such as screening, may be conducted in the deep area by the ACE.

In close operations, the ACE can be the decisive action for lasting effects on the battlefield. MAGTF commanders shape the course of the battle and can pick from a combination of the types of offensive operations and forms of maneuver to use at the critical time and place to close with and destroy the enemy. For example, commanders may fix a part of the enemy forces with aviation forces through offensive air support and then envelop using the ground combat element (GCE) to defeat the enemy. The ACE can augment the combat power of the reserve when committed by the MAGTF commander at the decisive time and place.

In rear operations, MAGTF commanders should allocate adequate resources to maintain freedom of action and continuity of operations. Aviation assets can support the force in the rear because of the range, speed, mobility, and agility. Assault support assets increase the mobility of the tactical combat force that operates in the rear area. To decrease reaction time, ACE assets may be employed as direct support assets to the rear area commander by the MAGTF commander.

Types of Offensive Operations

The ACE can conduct or support all types of offensive operations.

Movement to Contact. The initial task of the ACE is to locate the enemy by reconnoitering forward or by screening the flanks of the force. Rotary-wing aircraft are well-suited to gain, regain or maintain continuous contact with the enemy during movement to contact. Once the ACE locates the enemy it may use offensive air support to fix him. The MAGTF commander can then use the ACE to attack, to support an attack by the GCE or bypass the enemy force. During a movement to contact, aviation assets may perform a number of tasks to include:

- Reconnoiter and determine the trafficability of all high-speed routes, bridges, culverts, overpasses, underpasses, bypasses, and fords within the zone.
- Find and report all enemy forces within the zone and help determine their size, composition, and activity. The ACE is capable of establishing visual and electromagnetic contact with the enemy at extended ranges.
- Provide aviation assets for advance force, flank or rear security missions associated with the MAGTF's movement to conduct.
- Conduct screening missions.
- Provide fires and assault support for the force.

Attack. MAGTF aviation assets will be integrated into MAGTF attack operations either as the main effort or in a supporting role. During attack operations, MAGTF aviation assets may be employed in the close fight or deep against second echelon forces, enemy artillery, enemy helicopter forces, and enemy reaction forces, which could disrupt the momentum of the MAGTF attack. Operations beyond the depth of the close fight, especially when conducted in synchronization with other combined arms and joint service contributions, can break the cohesion of enemy defenses and lead to exploitation and pursuit. During attack operations, the ACE may perform a number of tasks to include:

- Disrupt, degrade or destroy specific enemy units.
- Envelop (along a specific axis) enemy forces.
- Block enemy forces.
- Conduct raids against enemy units.
- Fix enemy units.
- Screen or guard.
- Conduct counterattacks.
- Conduct feints or demonstrations.

While MAGTF aviation forces are capable of performing the tasks and/or missions listed above, they will seldom execute them alone. The MAGTF will

employ forces with a variety of integrated, mutually supporting forces. An example might be the ACE attacking a second echelon enemy unit under the direction of a force reconnaissance team. To allow the aircraft to reach the target area, the GCE suppresses an enemy air defense site along the ingress route.

Exploitation. During exploitation operations, MAGTF aviation assets may be used to maintain pressure on the collapsing enemy forces. MAGTF aviation operations may be tasked to prevent the enemy from reconstituting a defense, prevent the withdrawal of enemy forces to other defensible terrain, and destroy the enemy command and control during exploitation operations. They may also be used to strike enemy, attempt to reform or provide reconnaissance in front of friendly advancing ground exploitation forces. MAGTF aerial reconnaissance gives the MAGTF commander the capability to exploit by using the greatest advantage that MAGTF aviation has to offer: range and speed.

During exploitation, the MAGTF commander assumes risk on the flanks and in the rear. He can employ aviation assets to minimize the risk by assigning the ACE to protect the flanks and can also assign direct support aviation assets to the rear area.

Pursuit. During a pursuit, the inherent speed and mobility of aviation forces are ideally suited to maintain enemy contact, develop the situation, and deliver aerial fires upon positions of enemy resistance. Since pursuit is a difficult phase of an operation to predict, ground forces may not be positioned to properly exploit the situation. Aviation forces may be moved quickly and may be tasked to find, fix, and attack fleeing enemy units; locate the enemy strike forces; and guide the GCE into attack positions or around enemy exposed flanks. The maneuverability and firepower of MAGTF aviation assets make it the optimum force to conduct pursuit operations.

Forms of Offensive Maneuver

The MAGTF commander chooses the form of maneuver that fully exploits all the dimensions of the battlespace, and that fully utilizes the capabilities of the MAGTF that best accomplishes the mission. The MAGTF commander organizes and employs the ACE to best support the chosen form of maneuver.

Envelopment. In an envelopment, the enemy's defensive positions may be bypassed using vertical envelopment from assault support assets. The commander may choose to conduct a double envelopment, and helicopterborne forces can be effectively used on a different route to attack than those of the GCE. This allows forces to converge with minimal risk of fratricide caused by two opposing friendly ground forces coming from different attack routes in a double

envelopment. The ACE can screen the flanks of an enveloping force reducing its vulnerability to enemy counteraction.

Turning Movement. A turning movement may use aviation forces to pass around the enemy's principal defensive positions to secure by helicopterborne forces or fires objectives deep in the enemy's rear using the ACE's advantages in speed, range, and mobility. The turning force usually operates at such distances from the fixing forces that mutual support is unlikely, except in the case of aviation units that can mutually support ground forces because of speed, range, mobility, agility, and line of sight communications. The ACE can screen the flanks of a turning force reducing its vulnerability to enemy counteraction.

Infiltration. During infiltration, the ACE can—

- Achieve surprise.
- Occupy a position from which to support the main attack by fire, especially rotary-wing close air support assets that can hover or land.
- Conduct ambushes and raids in the enemy's rear area to harass and disrupt his command and control and support activities.
- Cut off enemy forward units.

However, without augmentation by the GCE, the ACE would have difficulty securing key terrain.

Penetration. A penetration is a form of offensive maneuver that seeks to breach the enemy's main defenses creating an assailable flank where none existed before. Aviation forces can create and support the penetration or they can attack the flanks once the break has been made through the enemy's main defenses.

Flanking Attack. Aviation forces work well when conducting a flanking attack because the enemy's strength is normally oriented to the front and aviation forces can use all of the battlespace to attack from the flanks to minimize the enemy's strengths.

Frontal Attack. Aviation forces are often used to create gaps with fires in the enemy's front or to prevent or delay enemy reinforcements reaching the frontlines. Normally, the ACE will support the GCE in a MAGTF frontal attack.

Ground Combat Element

The GCE is a task-organized, combined arms force that closes with and defeats the enemy through the use of fires and maneuver. The MAGTF greatly enhances the combined arms capabilities resident in the GCE by extending the battlespace

through application of firepower, information operations, target acquisition, and mobility. The GCE is particularly effective in battlespace with restricted mobility, such as urban, wooded, mountainous or jungle. It is also highly effective in limited visibility and in missions to attack, defeat, and clear the enemy in prepared defenses.

To increase tactical tempo, flexibility, mobility, survivability, and to seize the initiative, as well as inflict shock effect on the enemy, the assault forces of the GCE can be transported by helicopter or organic assault amphibian vehicles. GCE mobility is often provided by a combination of these means.

Distribution of Forces

One of the primary ways the commander can influence the course of the attack is through the distribution of force into a main attack, one or more supporting attacks, and a reserve. By properly distributing his assets, the commander achieves superiority at the decisive time and place while maintaining the minimum necessary forces elsewhere to accomplish supporting tasks. The GCE's flexibility and capabilities are ideally suited for assignment to any of these missions.

Main Effort. The GCE commander provides the bulk of his combat power to the main effort to maintain momentum and ensure accomplishment of the mission. The commander personally allocates resources or shifts his main effort as needed. The GCE, together with other elements of the MAGTF, reconnoiters extensively to locate enemy strengths and weaknesses. Once a weakness is identified, the GCE commander rapidly maneuvers his main effort to exploit it.

The main effort is provided with the greatest mobility and the preponderance of combat support and combat service support. Consideration is made to the mobility, survivability, shock effect, sustainability, and lasting effect of the GCE when determining the force designated as the main effort. The commander normally gives the main effort priority of fire support.

Reserves are echeloned in depth to support exploitation of the main effort's success. The commander can further concentrate the main effort by assigning it a narrower zone of action. All other actions are designed to support the main effort.

Supporting Effort. The commander assigns the minimum combat power necessary to accomplish the purpose of each supporting effort. A supporting effort in the offense is carried out in conjunction with the main effort to achieve one or more of the following:

- Deceive the enemy as to the location of the main effort.
- Destroy or fix enemy forces that could shift to oppose the main effort.

- Control terrain that, if occupied by the enemy, will hinder the main effort.
- Force the enemy to commit reserves prematurely.

In support of the MAGTF single battle, the GCE can be an ideal supporting effort for the ACE when the ACE is assigned as the main effort. In logistic-oriented missions, such as humanitarian assistance operations, the GCE can be an ideal supporting effort for the combat service support detachment if that element is assigned as the main effort.

Reserves. The primary purpose of the reserve is to attack at the critical time and place to ensure the victory or exploit success. Its strength and location will vary with its contemplated mission, form of maneuver, terrain, possible enemy reaction, and clarity of the situation. The reserve should be:

- Positioned to readily reinforce the main effort.
- Employed to exploit success, not reinforce failure.
- Committed in strength, not piecemeal.
- Reconstituted immediately.

Types of Offensive Operations

An attack by the GCE rarely develops exactly as planned. The commander must be prepared to take advantage of fleeting opportunities that present themselves during offensive operations. To exploit these opportunities and generate tempo, command and control must be decentralized. Subordinate commanders must make decisions using their initiative and understanding of their senior's intent. In the attack, the GCE must minimize its exposure to enemy fire by using rapid maneuver and counterfire, exploiting cover offered by the terrain, avoiding obstacles, and maintaining security.

The GCE commander employs his organic fires and supporting arms in coordination with maneuver to enable him to close with the enemy. The commander prepares for the attack by successively delivering fires on enemy fire support assets, command and control assets, support facilities, and frontline units. These fires protect the force and restrict the enemy's ability to counter the attack. Artillery and other supporting arms ensure continuity of support and the ability to mass fires by timely displacement. During the final stages of the attack, the attacker must rely primarily on organic fires to overcome remaining enemy resistance.

The attack culminates in a powerful and violent assault. The assaulting units overrun the enemy using fire and movement. The attacker exploits success immediately by continuing to attack into the depth of the enemy to further disrupt

his defense. Deep operations, augmented with ACE or other MAGTF fires and information operations, attack enemy command and control and critical logistic nodes or second echelon maneuver forces, helping to break down the enemy's cohesion. As the defense begins to disintegrate, the attacker pursues the enemy to defeat him completely.

Movement to Contact. Using its internal reconnaissance and security assets, in coordination with MAGTF and ACE capabilities, the GCE finds and maintains contact while developing the situation with ground combat enemy forces in order to achieve the commander's decisive action. The GCE commander will initiate contact with as minimal a force as necessary so as to maintain freedom of maneuver with the bulk of his force. Once contact is gained, it is not normally broken without authority from the MAGTF commander. The GCE commander must exercise careful judgment to ensure that by maintaining contact, his force is not bending to the will of the enemy or being drawn into an ambush or other consequential action.

Attack. In the MAGTF single battle, the ACE and GCE, when supported in depth by the combat service support element (CSSE), have complementary capabilities. When integrated for the purpose of the attack, these capabilities can significantly increase their combined effects on the enemy for greater tactical decisiveness. In an attack, the GCE commander prevents effective enemy maneuver or counteraction by seizing the initiative through the use of his organic intelligence and security elements while masking his true intentions. The GCE commander makes every effort to achieve surprise by such methods as attacking under cover of darkness or using terrain and/or weather to conceal his force as it closes with the enemy. Once the GCE has gained the advantage, the commander will focus his combat power against the enemy's center of gravity through its critical vulnerabilities in order to destroy it and exploit all advantages gained.

Exploitation. The GCE normally conducts an exploitation by continuing the attack with committed units or by launching an uncommitted unit into the attack through a passage of lines. The commander may commit his reserve as the exploitation force depending on the factors of METT-T. He will constitute a new reserve as soon as possible to defeat enemy counterattacks and to restore momentum to a stalled attack.

Pursuit. Success in the pursuit is particularly enhanced through extensive use of the ACE to support the GCE's rapid movement and to provide flank security. Combat service support planning by the GCE in advance of the initial attack must take into account success and ensure that the combat trains have the mobility to support an aggressive pursuit.

Forms of Maneuver

The GCE commander selects the best form of maneuver to support the MAGTF commander's concept of operation.

Envelopment. The most successful envelopments by the GCE require MAGTF resources and support from the ACE and CSSE. By nature, envelopments require surprise, superior mobility (ground and/or air) on the part of the enveloping force, the main effort, and success by the supporting efforts to fix the enemy in place.

Turning Movement. During a turning movement, the main effort usually operates at such a distance from supporting efforts that its units are beyond mutual supporting distance. Therefore, the GCE's main effort must be self-sufficient or integrated with highly mobile CSSEs in order to reach the objective before becoming decisively engaged. A turning movement is rarely executed by a GCE of less than division strength. Consideration should be made to use the ACE as a supporting effort to capitalize on its inherent mobility, speed, and range.

Flanking Attack. The GCE commander will use fires and terrain, and exploit weaknesses in enemy dispositions to create a flank. To the GCE, a flanking attack is similar to envelopment but is conducted on a shallower axis and is usually less decisive and less risky than a deeper attack. A flanking attack is usually conducted by battalions or below. This attack usually requires a supporting attack to occupy the enemy to the GCE's front.

Frontal Attack. The GCE goal in the frontal attack is to fix or defeat the enemy. The GCE commander may conduct feints or demonstrations in other areas to weaken the enemy effort at the breach by causing him to shift his reserves to the GCE's advantage.

Infiltration. The GCE commander must ensure that operational security is a top priority during planning and preparation for an infiltration as the forces conducting the infiltration are particularly vulnerable to surprise and ambush. Prearranged helicopter-delivered combat service support resupply is critical to support forces beyond the FEBA.

Penetration. The GCE must closely coordinate its operations with the ACE to take advantage of the ACE's ability to create gaps in the enemy's defense.

Combat Service Support Element

Combat service support planners should keep continuously informed of operation plans. They anticipate offensive operations even while supporting other types of operations. The objective of combat service support conducted in support of

offensive operations is to extend operational reach and increase the endurance of the force by supporting as far forward as possible with a logistics system that is optimized for throughput.

To prepare for an attack, CSSEs ensure that all support equipment is ready and that supplies are best located for support. They ensure that enough transportation is available to support the tactical and support plans. Commanders ensure that all support elements understand their responsibilities.

The forward deployment of CSSEs must take into account the vulnerability of the unit to enemy counterattack and maneuver element requirements for space and roads. CSSEs, especially mobile combat service support detachments, require security assistance. They need to be written into the fire support plan, have their own list of on-call targets, and have assets to call for fire from artillery and aviation platforms, as well as have established procedures for actions upon enemy contact.

The fundamental principle of supply support in the offense is responsiveness-to the supported unit. Supply support is typically more difficult in the offense than in the defense because of the ever-changing locations of units and their support areas. The concept of support becomes even more important and increasingly difficult to execute. Combat service support planners must coordinate preparations and unit positioning with deception plans to avoid giving away the element of surprise. Consequently, most combat service support operations will be conducted under the cover of darkness.

Ammunition

Responsive ammunition support for offensive operations is critical. This support is more difficult in offensive operations due to the lengthening of supply lines and the need for user resupply vehicles to stay close to firing elements. In preparing for the attack, logistics planners consider the following:

- Placing ammunition close to the user.
- Preparing ammunition supply points and ammunition transfer points to rapidly move forward as the attack advances.
- Stockpiling artillery ammunition at designated firing positions (possibly forward of current positions).
- Moving ammunition forward with advancing elements to ensure that basic loads can be replenished quickly.

Fuel

Offensive operations use large quantities of fuel. As a result, logisticians prepare for the attack by building up stocks in forward sites while avoiding signaling intentions to the enemy. They also ensure that fuel supply elements can move forward as the attack develops. Control of bulk transporter assets must be closely maintained throughout the AO. This is particularly true if the attack is highly successful and results in exploitation or pursuit.

Maintenance

Planners ensure maintenance operations support momentum and massing at critical points. Maintenance personnel maximize momentum by repairing at the point of malfunction or damage. They enhance momentum by keeping the maximum number of weapon systems operable and mobile. Emphasis is on battle damage assessment and rapid return of equipment to the supported unit. Repair and recovery personnel perform their mission in forward areas.

Supply

While Classes III (petroleum, oils, and lubricants) and V (ammunition) are the most important supplies in the offense, planners consider all classes of supply. While the need for barrier and fortification material decreases, for example, the requirement for obstacle, breaching, and bridging material may increase. Weapons system requirements may also be higher since weapon systems exposure to enemy fire during offensive operations is usually greater.

Transportation and Distribution

Movement requirements heavily tax transportation resources. There may be a wide dispersion of units and lengthening lines of communications. There may also be an increased requirement for personnel replacements and some classes of supply, such as fuel and weapon systems. These factors demand close coordination and planning for the use of transportation assets. Techniques such as supply push (unit distribution) or mobile forward tactical resupply and refueling points may be incorporated into the concept of support. Resources such as transportation and supply infrastructure that may be secure in the more stable environment of defense may not be as reliable in the offense. The opening and securing of main supply routes and available logistics facilities to sustain the MAGTF's offensive operations must be included in the operational and combat service support planning.

The mobility of offensive operations requires reliance on motor and air transport. When considering the air transport mode, the planner also considers aerial delivery. Movement control personnel set priorities in accordance with the

combatant commander's or joint force commander's priorities to ensure that transportation assets meet the most critical needs. Aerial delivery or external helicopter delivery may be in greater demand.

Medical

Offensive operations increase the burden on medical resources. Planners can expect high casualty rates. High casualties and long evacuation lines will stress medical treatment and evacuation resources to their limits and may dictate augmentation for medical detachments. Fleet hospitals move forward in preparation for offensive operations to provide maximum treatment and holding facilities. When organic medical resources are insufficient, evacuation may require use of nonmedical transportation assets, adding additional stress to an already overtaxed transportation system.

Services

The main combat service support effort in the offense is to provide only the most critically needed support to the attacking force. Most service functions play a minor role. Commanders suspend some services until the situation stabilizes. Laundry, clothing exchange, and field showers may be temporarily suspended. Mortuary affairs/graves registration is a major exception. It continues and may intensify. Adequate mortuary affairs/graves registration supplies must be on hand. Mortuary affairs detachments maintain close communications with personnel elements to verify and report casualty information and aid in the identification of remains.

DEFENSIVE OPERATIONS

An effective defense is never passive. The defender cannot prepare his positions and simply wait for the enemy to attack. Commanders at every level must seek every opportunity to wrest the initiative from the attacker and shift to the offense. Subordinate commanders take the necessary steps to maintain their positions and cover gaps in their dispositions by the use of observation, obstacles, fires or reserves. The defense demands resolute will on the part of all commanders.

Aviation Combat Element

The MAGTF commander uses speed, range, mobility, and agility of aviation assets to maximize concentration and flexibility in the defense. MAGTF aviation assets are integrated into MAGTF defensive operations either as the main effort or in a supporting role. During preparation for defensive operations, the ACE may support the covering force with aerial reconnaissance and fires. The